

WESTERN LONG ISLAND SOUND WWM CONFERENCE
“COORDINATION, LEADERSHIP, AND COOPERATION:
THE ANTIDOTE FOR TROUBLED WATERS”

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APRIL 5, 1999

ADMIRAL LARRABEE, LADIES AND GENTLEMEN. GOOD
AFTERNOON.

I AM PLEASED TO BE WITH YOU FOR THIS IMPORTANT AND
SIGNIFICANT CONFERENCE AND HONORED TO BE YOUR
SPEAKER TODAY. I WOULD LIKE TO EXTEND MY THANKS
TO OUR HOSTS, THE U.S. MERCHANT MARINE AND COAST
GUARD ACADEMIES AND THEIR RESEPTIVE
SUPERINTENDENTS — RADM JOSEPH STEWARD AND
RADM DOUG TEESEN. I WOULD ALSO LIKE TO THANK OUR
CONFERENCE SPONSOR, RADM RICK LARRABEE,
COMMANDER, FIRST COAST GUARD DISTRICT.

WASHINGTON, DC HAS BEEN DESCRIBED AS 36 SQUARE MILES
OF BUREAUCRACY SURROUNDED BY REALITY – SO ITS
GOOD TO BE OUT HERE IN THE WORLD OF REALITY TO SEE
AND HEAR THINGS FROM YOUR PERSPECTIVE.

THIS CONFERENCE IS AN IMPORTANT STEP IN MOVING THE MTS INITIATIVE FORWARD BECAUSE, ULTIMATELY, MTS ISSUES MUST BE DEALT WITH LOCALLY AND REGIONALLY - THE NEEDS OF THE MTS CANNOT BE MET AND PROBLEMS SOLVED INSIDE THE CAPITOL BELTWAY. THEY MUST BE RESOLVED BY ALL OF YOU IN THIS ROOM.

EARLIER THIS MORNING ADMIRAL LARRABEE TALKED ABOUT THE IMPORTANCE OF OUR PORTS AND WATERWAYS, AND WHAT THE FUTURE TRENDS AND CONCERNS WILL BE. IN MY REMARKS TODAY, I WANT TO BUILD ON THAT FOUNDATION AND SET THE STAGE FOR YOUR DELIBERATIONS THIS AFTERNOON ON LOCAL AND REGIONAL COORDINATING STRUCTURES IN WESTERN LONG ISLAND SOUND.

I INTEND TO DO THAT BY TALKING ABOUT WHAT WE'VE DONE SO FAR TO MAKE OUR MARINE TRANSPORTATION SYSTEM READY TO MEET THE CHALLENGES OF THE 21ST CENTURY, AND THE NEED FOR COORDINATION AND LEADERSHIP TO SEE THIS THROUGH. COORDINATION AND LEADERSHIP NOT ONLY AT THE NATIONAL LEVEL, BUT ALSO AT THE LOCAL AND REGIONAL LEVELS - WHERE THE RUBBER MEETS THE ROAD OR THE HULL CLEAVES THE WATER – INCLUDING HERE IN THE WESTERN END OF THE SOUND.

I WILL HIGHLIGHT THE IMPORTANCE OF LOCAL COORDINATING COMMITTEES AND PROVIDE EXAMPLES OF DIVERSE AND SUCCESSFUL COMMITTEES AROUND OUR NATION. FINALLY, I WILL POSE TO YOU A FEW CHALLENGES TO PONDER AND ACT ON.

MTS EFFORTS

SO WHAT HAS BEEN AND IS BEING DONE SO OUR MTS WILL MEET THE CHALLENGES OF THE 21ST CENTURY?

LAST SPRING THE COAST GUARD AND MARAD AND A DOZEN OTHER FEDERAL AGENCIES – INCLUDING U.S. ARMY CORPS OF ENGINEERS, NOAA, EPA, ST. LAWRENCE SEAWAY DEVELOPMENT CORPORATION AND OTHERS - HOSTED SEVEN TWO-DAY REGIONAL LISTENING SESSIONS ON OUR NATION’S MARINE TRANSPORTATION SYSTEM - ONE WAS IN NEW YORK.

OUR GOAL WAS TO GET INPUT FROM A WIDE CROSS SECTION OF STAKEHOLDERS – INDUSTRY, ENVIRONMENTALISTS, RECREATIONAL BOATERS, FISHERMEN - REGARDING THE MOST CRITICAL ISSUES FACING OUR WATERWAYS, PORTS AND INTERMODAL CONNECTIONS. WE FELT IT WAS - AND STILL IS - ABSOLUTELY ESSENTIAL TO BALANCE THE FEDERAL AGENCY VIEW WITH THE VIEWS OF OTHER STAKEHOLDERS – ESPECIALLY REGIONALLY AND LOCALLY.

THE BREADTH OF THIS CROSS-SECTION IS INDICATIVE OF A FUNDAMENTAL ASPECT OF OUR INITIATIVE – WE ARE TAKING A SYSTEMS APPROACH TO MEETING TRANSPORTATION CHALLENGES BY DEALING WITH WATERWAYS, PORTS, AND THEIR INTERMODAL CONNECTIONS, AND BY ENGAGING STAKEHOLDERS FROM EACH SEGMENT OF THE SYSTEM.

MTS CONFERENCE

DURING THE LISTENING SESSIONS WE RECEIVED LITERALLY HUNDREDS OF COMMENTS AND RECOMMENDATIONS. THESE FORMED THE BASIS FOR A NATIONAL CONFERENCE ON THE U.S. MARINE TRANSPORTATION SYSTEM HOSTED BY THE SECRETARY OF TRANSPORTATION, MR. RODNEY SLATER, THIS LAST NOVEMBER.

THIS TWO AND ONE-HALF DAY CONFERENCE WAS ATTENDED BY 144 SENIOR LEADERS IN GOVERNMENT AND THE PRIVATE SECTOR – INCLUDING REPRESENTATIVES FROM GOVERNMENT, INDUSTRY, AND A BROAD RANGE OF INTEREST AND STAKEHOLDER GROUPS - AND WAS STRUCTURED AROUND SEVEN KEY ISSUE AREAS:

- DEVELOPING A NATIONAL VISION OF THE MTS FOR A MORE DEMANDING FUTURE.
- DEVELOPING A FRAMEWORK FOR NATIONAL AND LOCAL COORDINATION MECHANISMS

- DEVELOPING GOALS AND RECOMMENDED ACTIONS TO ADDRESS THE CHALLENGES AND ACHIEVE THE MTS VISION IN THE AREAS OF SAFETY; SECURITY; ENVIRONMENT; COMPETITIVENESS; AND INFRASTRUCTURE.

MTS VISION

THE VISION SUBSEQUENTLY DEVELOPED AT THE CONFERENCE BY THOSE 144 ATTENDEES READS AS FOLLOWS:

“THE U.S. MARINE TRANSPORTATION SYSTEM WILL BE THE WORLD’S MOST TECHNOLOGICALLY ADVANCED, SAFE, SECURE, EFFICIENT, EFFECTIVE, ACCESSIBLE, GLOBALLY COMPETITIVE, DYNAMIC AND ENVIRONMENTALLY RESPONSIBLE SYSTEM FOR MOVING GOODS AND PEOPLE.”

GUIDING PRINCIPLES AND DESCRIPTIVE CHARACTERISTICS EMBODIED IN THE MTS VISION INCLUDE:

- SYSTEM INTEGRATION
- FEDERAL LEADERSHIP
- SHARED RESPONSIBILITY
- BALANCE AMONG DIVERSE INTERESTS
- TECHNOLOGY DEVELOPMENT AND DEPLOYMENT
- AND RECOGNITION THAT PEOPLE ARE CRITICAL TO SUCCESS.

LET ME FOCUS ON THE CONFERENCE OUTCOMES REGARDING COORDINATION AND LEADERSHIP, WHICH I FEEL IS VERY PERTINENT TO THIS CONFERENCE.

COORDINATION/LEADERSHIP

COORDINATION, OR LACK THEREOF, WAS A TOPIC OF GREAT INTEREST AT THE LISTENING SESSIONS AND THE NATIONAL CONFERENCE. LACK OF COORDINATION WAS IDENTIFIED AS A PROBLEM NOT ONLY AT THE NATIONAL LEVEL, WHERE AGENCIES DO NOT ALWAYS COORDINATE THEIR EFFORTS TO PROVIDE COMMON MANAGEMENT OVERSIGHT OF CRITICAL ISSUES, BUT ALSO BETWEEN FEDERAL, STATE, LOCAL, AND PRIVATE STAKEHOLDERS.

NATIONAL COUNCIL

THE CONFERENCE PARTICIPANTS ENDORSED THE IDEA OF A NATIONAL COUNCIL TO BE ESTABLISHED BY EXECUTIVE ORDER AND LAW TO COORDINATE FEDERAL EFFORTS AND ELIMINATE BARRIERS BETWEEN AGENCIES. THIS WOULD BE A PERMANENT AND ENDURING NATIONAL COORDINATING MECHANISM. HOWEVER, THEY WERE CAREFUL TO NOTE THAT PRIVATE SECTOR STAKEHOLDERS MUST HAVE AN AVENUE TO COMMUNICATE WITH AND PARTICIPATE ON THE NATIONAL COUNCIL.

LOCAL AND REGIONAL COORDINATION

THE CALL FOR LEADERSHIP WAS NOT LIMITED TO JUST THE NATIONAL LEVEL. PARTICIPANTS ALSO CLEARLY SAW A NEED FOR LOCAL COORDINATION AND LEADERSHIP. THEY ENDORSED EXISTING LOCAL HARBOR SAFETY COMMITTEES AS MODELS FOR OTHER PORTS. THE HARBOR SAFETY COMMITTEE CONCEPT WAS ALSO IDENTIFIED AS A MODEL FOR POSSIBLE EXPANSION BEYOND SAFETY TO SECURITY, ENVIRONMENTAL, TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS AND ECONOMIC ISSUES AS APPROPRIATE.

THE NATIONAL COUNCIL AND LOCAL HARBOR SAFETY COMMITTEES HAVE SEPARATE BUT RELATED FUNCTIONS. THE NATIONAL COUNCIL PROVIDES A NATIONAL FRAMEWORK FOR COORDINATION AND LEADERSHIP TO BETTER SUPPORT HARBOR SAFETY COMMITTEES IN DEVELOPING REGIONAL AND LOCAL SOLUTIONS. LINKAGE BETWEEN THE TWO ARE CRITICAL.

I BELIEVE THAT LOCAL ACTIVITY IS THE KEY, NOT JUST TO SAFE OPERATIONS, BUT TO ENSURING ENVIRONMENTAL SOUNDNESS, MOBILITY, AND EFFICIENCY – AND ULTIMATELY TO ATTAINING OUR VISION OF MAKING THE MTS THE WORLD’S PREMIER SYSTEM FOR RESPONSIBLY MOVING GOODS AND PEOPLE. STRATEGIES TO DEAL WITH THE NEEDS OF THE MTS CANNOT BE CREATED INSIDE WASHINGTON – AS I SAID EARLIER.

HARBOR SAFETY COMMITTEES, AS A GENERIC TERM FOR LOCAL SAFETY COORDINATING GROUPS, COME IN MANY DIFFERENT SHAPES AND SIZES. THE STATE OF CALIFORNIA MANDATES THEM AND HAS DONE A GOOD JOB IN THAT AREA. EACH COMMITTEE IS REQUIRED TO PREPARE A HARBOR SAFETY PLAN ENCOMPASSING ALL VESSEL TRAFFIC WITHIN THE HARBOR AND DISCUSS THE COMPETITIVE ASPECTS OF ANY RECOMMENDATIONS. MEMBERS SERVE FOR THREE YEARS.

THE *HARBOR SAFETY, NAVIGATION AND OPERATIONS COMMITTEE* OF NEW YORK/NEW JERSEY WAS CREATED THROUGH LOCAL INITIATIVE. THE COMMITTEE WAS CHARTERED AND IS FUNDED BY THE NOT-FOR-PROFIT MARITIME ASSOCIATION OF THE PORT OF NEW YORK AND NEW JERSEY TO PROVIDE STATE-OF-THE-ART OPERATIONAL CAPABILITIES FOCUSED ON ENHANCED SAFETY, ENVIRONMENTAL PROTECTION, AND BUSINESS COMPETITIVENESS.

THE COMMITTEE CONSISTS OF A MANAGEMENT BOARD THAT OVERSEES THE DAY-TO-DAY WORKINGS OF THE FULL COMMITTEE; A STEERING COMMITTEE THAT PROVIDES DIRECTION AND GUIDANCE; AND TWO STANDING SUBCOMMITTEES – ONE TO ANALYZE AND RESOLVE OPERATIONAL RISK AND ONE TO EXAMINE COMMERCIAL RISKS. MEMBERSHIP IS OPEN TO ANYONE ACTIVELY ENGAGED, DOMICILED OR DOING BUSINESS IN THE PORT OF NEW YORK AND NEW JERSEY OR INTERESTED IN THE ISSUES THE COMMITTEE IS ADDRESSING.

THE *MARINER'S ADVISORY COMMITTEE FOR THE BAY AND RIVER DELAWARE* – ANOTHER LOCALLY CREATED GROUP - HAS EMBRACED AND USED THE PRINCIPLES OF MANAGING RISK, A SHARED COMMITMENT TO SAFETY, AND SEEKING AND RESPECTING THE OPINIONS OF MARINERS AND PORT SHAREHOLDERS TO RESOLVE PROBLEMS AND MARINE SAFETY ISSUES IN THE DELAWARE ESTUARY, A COMPLEX WATERWAY THAT INCLUDES THREE STATES. MEMBERS MEET QUARTERLY.

AND THERE ARE MANY MORE, INCLUDING *THE MARITIME SAFETY GROUP* HERE IN LONG ISLAND SOUND. AND SOME OPERATE MORE INFORMALLY THAN OTHERS.

IN CONTRAST, FROM A CHARTERING AUTHORITY PERSPECTIVE, ARE THE TRAFFIC SAFETY MANAGEMENT ADVISORY COMMITTEES IN NEW ORLEANS, LA AND HOUSTON THAT ARE FEDERALLY CHARTERED BY THE SECRETARY OF TRANSPORTATION AND WERE CREATED IN CONJUNCTION WITH VTS'S IN THOSE PORTS. A SIMILAR FEDERALLY CHARTERED ADVISORY COMMITTEE IN NEW YORK WAS DISBANDED SOME YEARS AGO WHEN THERE WAS A MOVE TO REDUCE THE NUMBER OF FEDERAL ADVISORY COMMITTEE.

MY EXPERIENCE IN NEW YORK, AS CAPTAIN OF THE PORT 10 YEARS AGO, WITH WHAT WAS THEN THE HARBOR OPERATIONS COMMITTEE AND THE TRAFFIC MANAGEMENT ADVISORY COMMITTEE WAS VERY GOOD. WHAT I SAW WAS A DIVERSE GROUP OF PORT INTERESTS COMING TOGETHER FOR THE OVERALL GOOD OF THE PORT – PUTTING ASIDE DIVERSE PAROCHIAL INTERESTS.

I NOTE THAT SAFE AND ENVIRONMENTALLY SOUND OPERATIONS ARE STRONG ELEMENTS OF ECONOMIC COMPETITIVENESS. THEY GO HAND IN HAND – SAFE WATERWAYS AND EFFICIENT WATERWAYS.

MARINE TRANSPORTATION IS AN INTERNATIONAL BUSINESS BUT CONDUCTED AT A LOCAL LEVEL. AS SUCH, NOT ONLY IS LOCAL COORDINATION VITAL, BUT SOME LEVEL OF CONSISTENCY AMONG THE DIFFERENT HARBOR SAFETY COMMITTEES, DESPITE THE VARIOUS FORMS, WOULD ALSO BE BENEFICIAL.

AT THE NATIONAL HARBOR SAFETY COMMITTEE CONFERENCE HELD IN NEW YORK IN FEBRUARY, I EMPHASIZED TO THE AUDIENCE THAT THIS CONSISTENCY WOULD AID STAKEHOLDERS OPERATING IN MULTIPLE PORTS, IMPROVE COMMUNICATION BETWEEN HSC'S, AND EVEN FOSTER THE DEVELOPMENT OF HSC'S IN A GREATER NUMBER OF PORTS. THE MTS IS A SYSTEM OF PORTS, WATERWAYS AND INTERMODAL CONNECTIONS FROM COASTAL ZONE THROUGH INLAND WATERS, RIVERS AND GREAT LAKES OF OUR HEARTLAND TO THE BERTH. WE MUST THINK OF IT AS A SYSTEM AND PLAN THAT WAY.

CONSISTENCY WOULD ALSO BENEFIT THE NATION AS A WHOLE IN ACHIEVING SAFETY, ENVIRONMENTAL, SECURITY, AND ENVIRONMENTAL COMPETITIVENESS. IT IS IMPORTANT TO NOTE, THOUGH, THAT THERE IS NO ONE "CORRECT" WAY TO ORGANIZE AND OPERATE HARBOR SAFETY COMMITTEES GIVEN THE VARIETY IN PORT OPERATIONS, VESSEL TRAFFIC, MTS USERS, AND LOCAL ENVIRONMENTAL CONDITIONS.

CHALLENGES

I WANT TO PRESENT YOU WITH THREE CHALLENGES TO
CONSIDER DURING THE COURSE OF YOUR DISCUSSIONS
THIS AFTERNOON AS YOU CONSIDER LOCAL AND
REGIONAL COORDINATING STRUCTURES.

HERE IN WESTERN LONG ISLAND SOUND, YOU ARE CURRENTLY
FACED WITH CORE ISSUES THAT ARE CLEARLY
ASSOCIATED WITH THE MTS. THESE INCLUDE:

- THE COMPETITION FOR THE LIMITED LAND SPACE IN
HARBORS WHERE THE LAND DEVELOPERS AND MARITIME
INTERESTS MAY BE AT ODDS;
- INCREASE IN RECREATIONAL BOATERS MAKING THE SOUND
THEIR PLAYGROUND AND INCREASING CONGESTION;
- AND CONCERNS INVOLVING ENVIRONMENT,
INFRASTRUCTURE AND COMPETITIVENESS

I NOTE THAT THE CASE STUDY FOLLOWING THIS LUNCH
IMPACTS ALL THESE ISSUES. WHEN WE TACKLE THESE
CURRENT ISSUES WE NEED TO BE BROAD BASED IN TERMS
OF STAKEHOLDER INVOLVEMENT.

SO MY FIRST CHALLENGE TO YOU IS, HOW DO WE ENGAGE
AFFECTED AND INTERESTED STAKEHOLDERS IN
RESOLVING THESE ISSUES? WOULD EXPANDING THE
CURRENT HARBOR SAFETY COMMITTEE OR
ESTABLISHING OTHER LOCAL AND/OR REGIONAL
COORDINATING STRUCTURES HELP?

SECOND, IN LIGHT OF ESTABLISHING CONSISTENCY, AND IN
TAKING A SYSTEMS APPROACH TO THE MTS, I BELIEVE
THAT THERE ARE UNDERLYING PRINCIPLES OF
OPERATION FOR A HARBOR SAFETY COMMITTEE OR LIKE
GROUPS WHICH SHOULD BE DISCUSSED AND DEFINED.
THESE ENTAIL:

- SCOPE OF ACTIVITY, SUCH AS SAFE OPERATIONS,
WATERWAY MAINTENANCE, TRAFFIC MANAGEMENT,
ENVIRONMENTAL PROTECTION, AND SECURITY. WHAT
TYPES OF ISSUES SHOULD BE DEALT WITH?
- TYPES OF ORGANIZATIONS DESIRED FOR PARTICIPATION
AND THEIR REPRESENTATION – WHAT STAKEHOLDER
REPRESENTATION SHOULD THERE BE?.
- AND INTERNAL ORGANIZATION – THE CHARTERING
ENTITY/AUTHORITY.

MY THIRD CHALLENGE TO YOU IS TO CONSIDER AN OPTIMAL MEANS OF EXTERNAL COMMUNICATION BETWEEN WHATEVER LOCAL OR REGIONAL COORDINATING STRUCTURES YOU CHOOSE AND THE MTS USERS AND NATIONAL LEVEL STAKEHOLDERS.

WHEN FACED WITH AN ISSUE THAT MAY BE OF NATIONAL AND NOT JUST LOCAL SIGNIFICANCE, A HARBOR SAFETY COMMITTEE MUST HAVE A MECHANISM FOR COMMUNICATING WITH THE NATIONAL LEVELS OF GOVERNMENT AND PRIVATE STAKEHOLDER ORGANIZATIONS TO GAIN ASSISTANCE IN RESOLVING THE ISSUE AND TO PROMOTE NATIONAL AWARENESS. WHAT AVENUES DO YOU THINK ARE BEST TO ACHIEVE THIS COORDINATION AND COMMUNICATION BETWEEN THE WORKING PORT LEVEL WHERE THE MTS RESIDES AND THE NATIONAL POLICY MAKING LEVEL?

I'VE CHALLENGED YOU TO CONSIDER A COORDINATING STRUCTURE TO ADDRESS LOCAL MTS ISSUES AND TO DEVELOP PRINCIPLES OF OPERATION AND COMMUNICATION. THIS IS THE TIME - AS STAKEHOLDERS IN THIS REGION – TO COME TOGETHER IN COOPERATION AND PURSUE A COORDINATING BODY THAT WILL ASSUME THE LEADERSHIP IN YOUR REGION'S MTS AND NO DOUBT BENEFIT WESTERN LONG ISLAND SOUND.

NEXT STEPS

FINALLY, I WOULD LIKE TO COME FULL CIRCLE BACK TO OUR MTS INITIATIVE AND BRIEFLY ADDRESS THOSE ACTIONS THAT ARE CURRENTLY UNDERWAY AND OUR FUTURE PLANS.

NOTICE OF THE AVAILABILITY OF THE NATIONAL MTS CONFERENCE PROCEEDINGS ON THE INTERNET AND A REQUEST FOR COMMENTS ON NEXT STEPS WAS PUBLISHED IN THE FEDERAL REGISTER ON MARCH 11, 1999. YOU ALL HAVE BEEN PROVIDED A COPY OF THE REPORT.

WE'LL BE SOLICITING COMMENTS FROM THE PUBLIC ON THE DIRECTION WE ARE HEADED AS WELL AS ADVICE ON HOW TO PROCEED WITH THE ACTION ITEMS FROM THE CONFERENCE. THIS INFORMATION WILL FEED INTO THE WORK OF A NATIONAL TASK FORCE AND ITS DRAFTING OF A STRATEGIC PLAN TO CHART OUR COURSE FOR THE FUTURE, AND TO PRIORITIZE NEAR-TERM ACTIVITIES.

MTS TASK FORCE

CONGRESS MANDATED FORMATION OF THIS NATIONAL TASK FORCE THROUGH THE 1998 COAST GUARD AUTHORIZATION ACT. THE TASK FORCE IS OF LIMITED SHORT DURATION. THE OUTPUT OF THE TASK FORCE WILL BE A REPORT TO CONGRESS REQUIRED BY JULY 1 THAT EXAMINES THE CRITICAL MARINE TRANSPORTATION ISSUES AND DEVELOPS STRATEGIES, RECOMMENDATIONS AND PLANS OF ACTION TO ADVANCE NATIONAL INTERESTS, INCLUDING GLOBAL ECONOMIC COMPETITIVENESS AND NATIONAL SECURITY IN THE MARINE TRANSPORTATION ARENA. THE TASK FORCE IS TAKING THE WORK OF THE NATIONAL CONFERENCE AND REFINING IT.

CONCLUSION

IN CLOSING, THE TASK OF ENSURING THAT OUR MARINE TRANSPORTATION SYSTEM MEETS THE NEEDS OF THE FUTURE IS NOT EASY. SUCCESS DEPENDS UPON THE COLLECTIVE EFFORTS OF THE PRIVATE STAKEHOLDERS AND LOCAL, STATE, AND FEDERAL GOVERNMENT AGENCIES INVOLVED.

IT IS THE RESPONSIBILITY OF THE COAST GUARD, THE MARITIME ADMINISTRATION, AND THE MANY OTHER INVOLVED FEDERAL AGENCIES TO FACILITATE THIS PARTNERING WHICH IS NEEDED TO MEET TOMORROW'S CHALLENGES AND PROVIDE THE PUBLIC WITH A SYSTEM THAT MEETS NATIONAL ECONOMIC, SAFETY, SECURITY, AND ENVIRONMENTAL NEEDS – AND ACHIEVES OUR MTS VISION. AND INDEED WE ARE ORGANIZING OURSELVES AT THE NATIONAL LEVEL TO DO JUST THAT.

HARBOR SAFETY COMMITTEES AND THEIR LIKE ARE THE KEY LOCAL COORDINATING MECHANISM THAT CAN MAKE OUR VISION A REALITY AND MEET THE MARINE TRANSPORTATION NEEDS OF OUR NATION. AS REGIONAL STAKEHOLDERS, YOU ARE PART OF THE NATIONAL MARINE TRANSPORTATION. HOWEVER, IF YOU WANT TO HAVE AN IMPACT ON THIS INITIATIVE, A BROAD BASED REGIONAL/LOCAL COORDINATING STRUCTURE IS A MUST. PLEASE DO YOUR WORK CAREFULLY AND THOUGHTFULLY THIS AFTERNOON.

SECRETARY SLATER SAYS, “WE’VE WORKED VERY WELL TOGETHER AND ACCOMPLISHED MUCH, BUT THE BEST IS YET TO COME.”

I INVITE YOU TO JOIN US IN MAKING THE U. S. MARINE
TRANSPORTATION SYSTEM THE WORLD'S MOST
TECHNOLOGICALLY ADVANCED, SAFE, SECURE,
EFFICIENT, ACCESSIBLE, GLOBALLY COMPETITIVE,
DYNAMIC AND ENVIRONMENTALLY RESPONSIBLE
SYSTEM FOR MOVING GOODS AND PEOPLE.